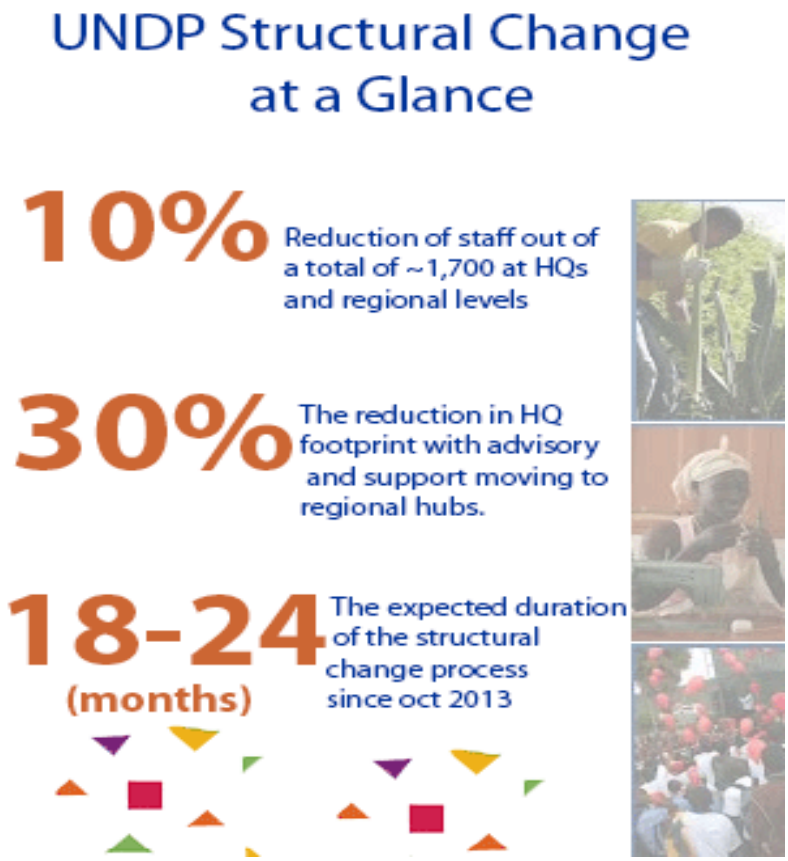
BPPS

Analysis of Staff

Data



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1. Introduction

A recent report indicates that we are now creating 2.5 quintillion (1 followed by 18 zeros) everyday thanks to the explosion of new technologies and mobile devices.[1] This is what now is known as *big data*. The big issue with big data is the fact that almost 90% of such data is unstructured and thus difficult to handle and understand without proper handling.

Not surprisingly, the post-2015 HLP has called for a "data revolution" which, in essence, is a call to harness data for development purposes. The core idea here is to use data, big and small, to improve decision and policy making processes, while fostering transparency and accountability across the board.[2] UNDP has also joined the data revolution and the calls for more transparency by opening some of its data to the public, and promoting and hosting IATI.

One of the issues that is usually not taken into account when it comes to data revolution is the production and distribution of data which can be complex, particularly in public institutions and development organizations. The restructuring organograms recently released by UNDP are one case in point as the data shared with UNDP staff is only available in graphical format. Thus, staff that are looking for specific information have to navigate over more than 150 PDF unlinked pages to find data.

Furthermore, it is also difficult to get a sense of the changes being implemented in terms of staff as any sort of analysis, aggregation and compilation cannot be immediately done, given the formatting of the data. For example, if a staff member would like to know how many P4 posts are in BPPS HQ, she will have to count by hand the various organogram boxes while navigating through at least 40 PDF files,

This report is an attempt to address to address these issues and provide UNDP staff with a tool to easily find information on the new structure of UNDP. It also presents an analysis of the the data based on the new structure of BPPS with its new teams and staff distribution between HQ and the various regional and global policy centers. A spreadsheet is also being made available to facilitate access to the data and help those who are looking to compete in the upcoming job fairs, for example.

2. Methodology

[1] http://www.storagenewsletter.com/rubriques/market-reportsresearch/viawest-2-5-quintillion-bytes-each-day.
[2] For more details on this see my blog on the subject, here: https://www.undpegov.org/blog/datarevolution.

2.1 Data capture

The data used for the analysis was directly obtained from the official UNDP Intranet page (https://intranet.undp.org/unit/office/exo/sp2014/SP201417/Structural.Change/default.aspx), accessed between 6 and 24 June. Any changes that might have taken place after that are not reflected in this report -noting that changes are taking place with some frequency.

Wherever possible, data was captured via copy and paste to minimize entry errors. However, we soon discovered that not all PDFs available allowed for this so retyping was required. The data was placed into a simple spreadsheet that contained 11 fields (bureau, group, subgroup, job title, grade, location, date position ends, place where position is supposed to move, post to be filled or not, and changes made during period of research). Checks against actual organograms were performed several times to identify and correct data entry. Nevertheless, errors might exists - so if you spot one please let me know!

Sanitized data was then imported into the STATA statistical package which I used to calculate other variables for the analysis and generate all the charts and tables included below. Additional data consistency checks were also implemented using some of STATA's powerful tools.

The data captured in this report is limited to BPPS and CRU. That is, both HQ and all other positions in other Bureaux that had the "BPPS outposted" tag are included here. All other data available in the organograms is not part of this analysis - so if you are looking for information on say RBA posts you will have to navigate the organogram maze on the intranet. All in all, we ended up reviewing close to 170 PDF documents - and found BPPS relevant information in close to 50% of them.

2.2 UNDP platform

UNDP has acquired a specialized software platform called *OrgPlus*[3] which is a powerful tool to handle organograms. The platform is very user-friendly and all that requires is a web browser. It has a database back-end where all data can thus be entered in structured fashion. It also has an excellent reporting tool that allows to present the data in multiple formats including HTML, Word, Excel and others, in addition to PDF.

I have requested an Excel dump of the data for BPPS/CRU to update this report and have accurate and up to date data -to no avail. Needless to say, I was not aware of this platform when we first started this exercise.

2.3 Scope of the analysis

Two of the core functional objectives of the merging of BCPR/BDP and the creation of BPPS are: 1. Relocation of staff to regional centers to achieve a 40/60% distribution between HQ and the field, shifting from the current 60/40%; 2. Changing the overall distribution of post levels from

[3] Visit http://www.orgplus.com/products/orgplus/ for full details on this software product.

the current top-heavy, “inverted triangle” shape to a “diamond” distribution where P4 and P3 have the largest share - a middle-class revolution of sorts!

While the first issue can be easily assessed with the data we have available, the second is a bit more complex as we do not have data for the old distribution of posts and levels. In this regard, the report can only suggest trends when it comes to assessing this issue and thus cannot provide details on say how many P5s or D1s have been eliminated in the new structure, etc.

2.4 Data caveats

While BPPS HQ has a neat division among clearly distinct groups, this is not the case for BPPS units at the RBx level. RBA for example has 4 clusters and RBAP on the other hand only 3. These clusters do not match 100% core BPPS groups. In order to allow more significant statistical comparisons across regions and units, additional reclassification has been done to realign regional clusters to BPPS groups using post titles and cluster configuration. In one sense, RBx clusters seem to resemble more the concept of DSTs as they cab indeed mix in different BPPS groups into one cluster.

3. Overview

The total number of records included in the data set is 643. This does not mean that BPPS and CRU have that number of posts altogether. The data includes both posts that will not be filled for now, as well as posts which were *greyed out* in the organograms - which might or might not be created. While undertaken the data compilation phase we also discovered that some posts were deleted from organograms, including several posts which were initially marked with a 0, indicating that they will not be filled for now are not there anymore

At any rate, all these combined represent 66 posts distributed as follows:

Table 1

Group	Location: Field
Other	6
Development Impact	5
PPS A	20
PPS B	24
PPS C	9
PPS D	2
Total	**66**

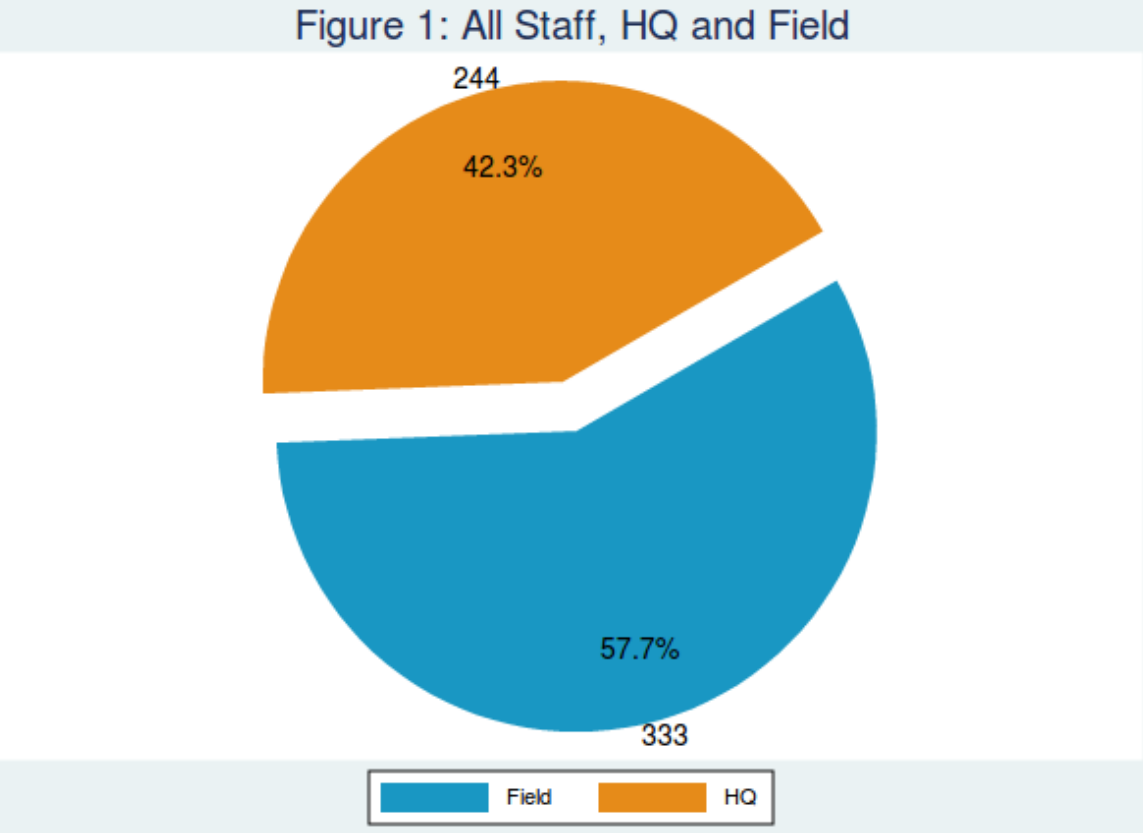
All these posts are field-based.

How many posts?

That leaves a total of 577[4] posts that both BPPS and CRU need to fill.

Figure 1 below shows their distribution between HQ and the field.

[4] An earlier version of this report was shared with BPPS directorate who informed me that this number is above the number BPPS is using to fill in posts.



HQ includes all posts that are based in NY. 5 of the 244 HQ posts are expected to move to Global Policy Centers within a year, while 13 others are expected to end by June 2015. Table 2 below lists the latter.

Table 2

Group	Title	Level
Directorate	**Briefing and Communications Specialist**	**P4**
Directorate	Writer/editor	P3
Integration/Coordination	Integration/Coordination	P3
Integration/Coordination	Integration/Coordination	P4
Development Impact	Programme Quality	P4
Development Impact	Senior Advisor	D1
Resources/Operations	Finance specialist	P3
Resource/Operations	Operations Associate	G7

PPS A	Advisor – Inclusive political processes	P5
PPS A	Advisor - Local governance and Urbanisation	P5
PPS B	GEF -- IT Business Solutions Specialist	P3
PPS B	GEF Administrative Assistant - MDG Carbon	G5
PPS B	Technical Advisor Poverty Reduction and Inequality	P5

This translates into reduction of 18 posts in HQ. 6 field based post will also be ending in June 2015. Altogether, this will reduce the current HQ share of total posts to 39.9% which essentially matches the target distribution set by the restructuring process.

Where are they located?

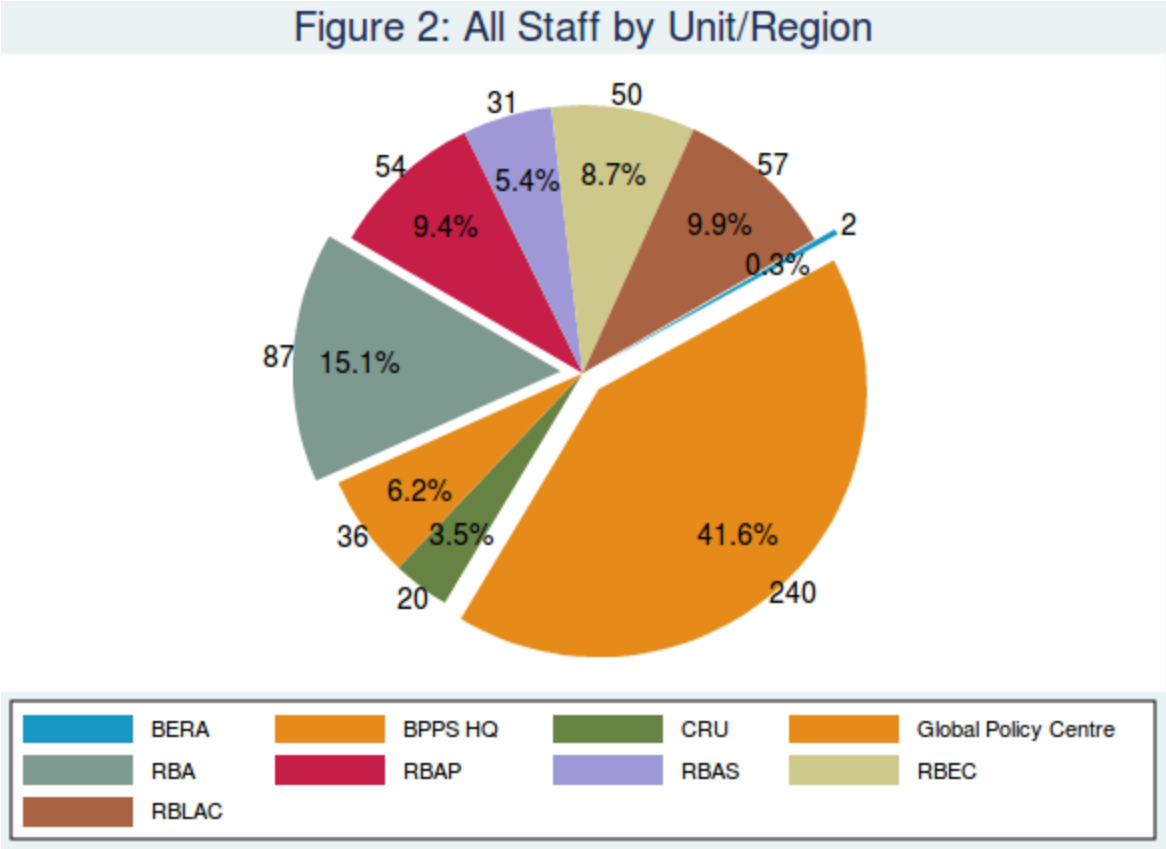


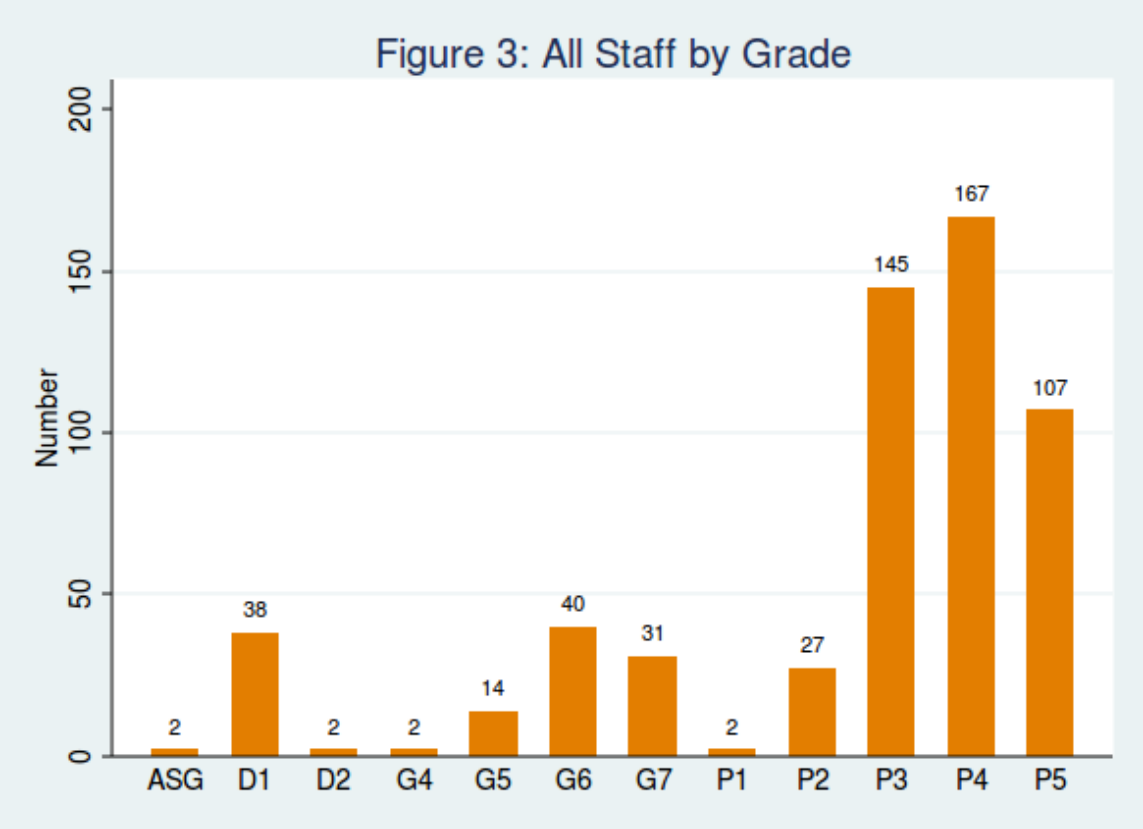
Figure 2 above shows the distribution of posts across the various BPPS units, CRU included. Note that the BPPS HQ slice includes 20 field based posts including the Geneva group (10) , 8 GFATM staff, and posts in Addis (extractives) and Brussels (partnerships) respectively. This is why the total number of BPPS HQ (240) is not the same as the total number of BPPS staff based in New York (244, including CRU which has 3 posts in Geneva) seen in figure 1 above..

In terms of regions, BPPS has its largest footprint in Africa with 87 posts or 28% of the total of all field posts. Latin America comes a relatively distant second with 57 positions or 18.4% of the total.

Note that I am using RBx acronyms for the sake of simplicity. They should be read as “BPPS posts” in a specific regional center - the exception being CRU which has its own arrangements.

What about post levels?

Figures 3 and 4 show the distribution of posts according to levels -including CRU. The former



shows the absolute grade distribution and the latter displays the information by the split between HQ and field.

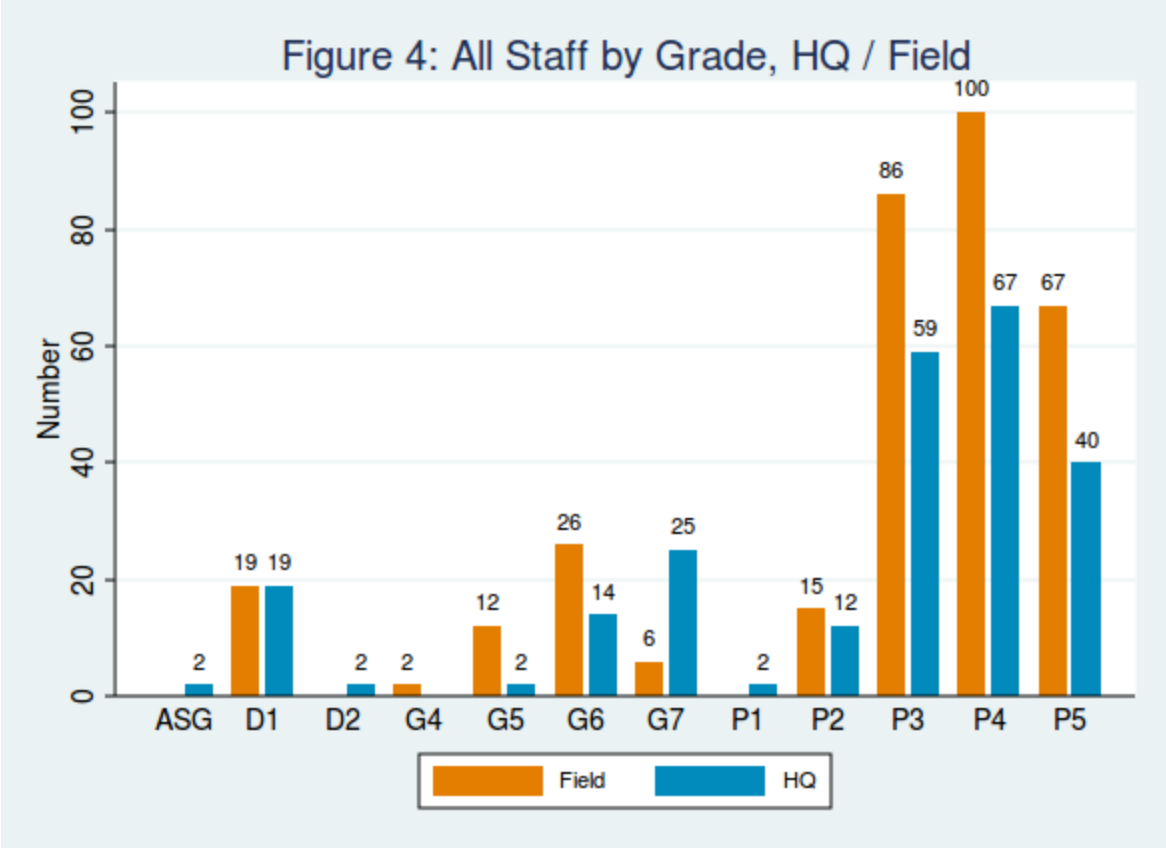
Quite noticeable from chart 3 above is the low number of D2 posts. Only two remain, both based in HQ.

In terms of P posts[5], P3 and P4 level posts now constitute 54% of all staffing, with P4s being the largest category of all with a 29% share. Of the 448 P posts available, 69.5% are either P3 (32%) or P4 (37%). P5 level posts have a 23.9% share of the overall P level posts and 18.5% of all BPPS/CRU posts. In other words, 1 out of every four P posts 1 out of every 5 BPPS post is a P5.

Looking only at the right hand side of figure 3 where P posts are depicted, we can clearly see a "normal" distribution of P posts with a mean between P3 and P4 and small tails for P1/P2a and P5 respectively. Clearly, the goal of reducing higher level P5 positions has been accomplished.

There are 87 GS posts of which 46% are at the G6 level. G6 and G7 combined together represent almost 82% of all GS staff. The overall ratio of professional staff to general service staff is 5.63 -that is, 1 GS staff for for every 6 professional staff.

Looking at the distribution of post levels across HQ and field (figure 4, below), for most grades the majority of posts are field based. Notable exceptions are D1 and G7 posts -not counting P1 which only comprise 2 posts, both based in HQ. While D1 posts are evenly distributed, 81% of G7s are HQ based - whereas 86% of G5s are field based.



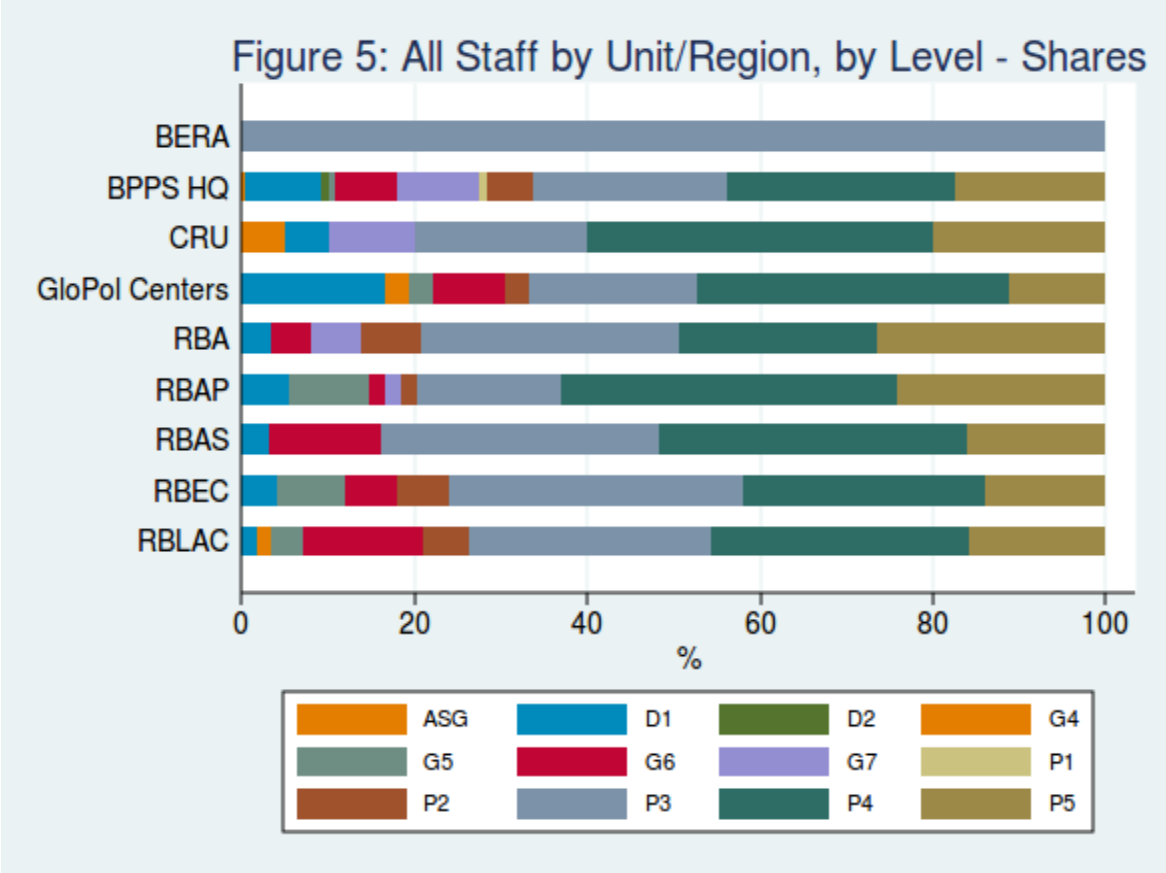
[5] I have merged P6 into the D1 into one category as suggested by BPPS. 18 of the 38 D1 posts are classified as P6.

On the other hand, 63% of P5s are located in the field. And 59% of all P3 and P4 posts are in the field. In other words, the 40/60 target of the restructuring only applies to P posts as all other post level categories have very dissimilar distributions between HQ and the field.

What about post levels within units/regions?

Figure 5 below depicts the shares of post levels within each unit/region and allows for comparisons across them.

Posts at the P4 level comprise the largest share within most units/regions with RBAP leading with 38%, followed by RBAS with 35%. However, this is not the case for RBA and RBEC where P3s comprise 30% of total posts respectively.



RBA is also the only unit/region where we can find more P5s (23) than P4s (20). In terms of General Service staff, G7s have the largest share in BPPS HQ with 10%, whereas G6 do well in RBAS with almost 13% of total share. G5s in turn shine in RBAP with 9%.

55% (21) of all D1s are in BPPS. On the other hand, RBA and RBAP are the only regions with 3 D1 posts -ignoring the Global Policy centers which have a total of 6, or one per center. RBEC has two and the other regions just one.

What about vertical funds?

Given the clean structure of BPPS (see section II below) at the HQ level, it is possible to easily identify posts that belong to this category. At the field level the issue is a bit more complex and I have done some manual reclassification to obtain the final figures. This means that field data on vertical funds is an approximation and the data below should be regarded in that fashion. At any rate, vertical fund posts are attached to groups PPS A and PPS B in BPPS.

Table 3 below show that there are 118 vertical fund posts in the new BPPS (CRU has no role here). In other words 1 in every 5 posts belongs to a vertical fund. In addition, 41.5% of these posts are based in HQ. We know from table 2 above that 2 vertical fund posts will end by June 2015 -and none in the field.

Table 3: Vertical Funds HQ/Field Distribution

Location	Vertical Fund
Field	69
HQ	49
Total	118

Table 4 below shows the grade distribution of vertical funds. Suffice to say the comparatively, vertical fund post levels are not distributed in quite the same fashion as other BPPS posts.

Table 4: Vertical Funds Post Levels (need editing)

Location	Vertical Fund
D1[6]	10

[6] Includes 8 P6s.

G4	1
G5	3
G6	10
G7	13
P2	7
P3	22
P4	26
P5	26
Total	118

For example, the number of P5 posts is the same as that of P4 (or 22% of the total vertical fund posts). So while the 40/60 HQ/field ration applied to vertical funds posts, a sharp reduction of P5 and corresponding increase in P3/P4 are not at work here.

4. Structure

This section looks at the distribution of post in BPPS within the new structure that has been created.

Which posts in which groups?

There are ten groups within BPPS if we consider HQ Directorate and the Geneva out-posted staff.

As with vertical funds, figure 6 above was obtained after doing some reclassification of posts into groups at the field level. The data are thus indicative and subject to revision. In any event, the chart shows the distribution of posts according to the various BPPS groups and units.

As mentioned before, the figures for PPS A and PPS B include vertical fund posts, a fact that partly explains their relative large size vis-a-vis other groups. 53 of the 118 vertical fund posts are in PPS A while the other 65 are attached to PPS B.

Factoring these numbers in, the total for PPS A goes down to 102 and that for PPS B to 106. The combined total of these two groups is 208 which represent 47% of all BPPS posts - excluding CRU and 9 field based posts which could not be classified as belonging to any particular group. In other words, 1 out of every 2 BPPS posts is in either PPS A or PPS B.

If we factor in vertical funds the share of these two groups combined is 59.5%.

Where are these group posts located?

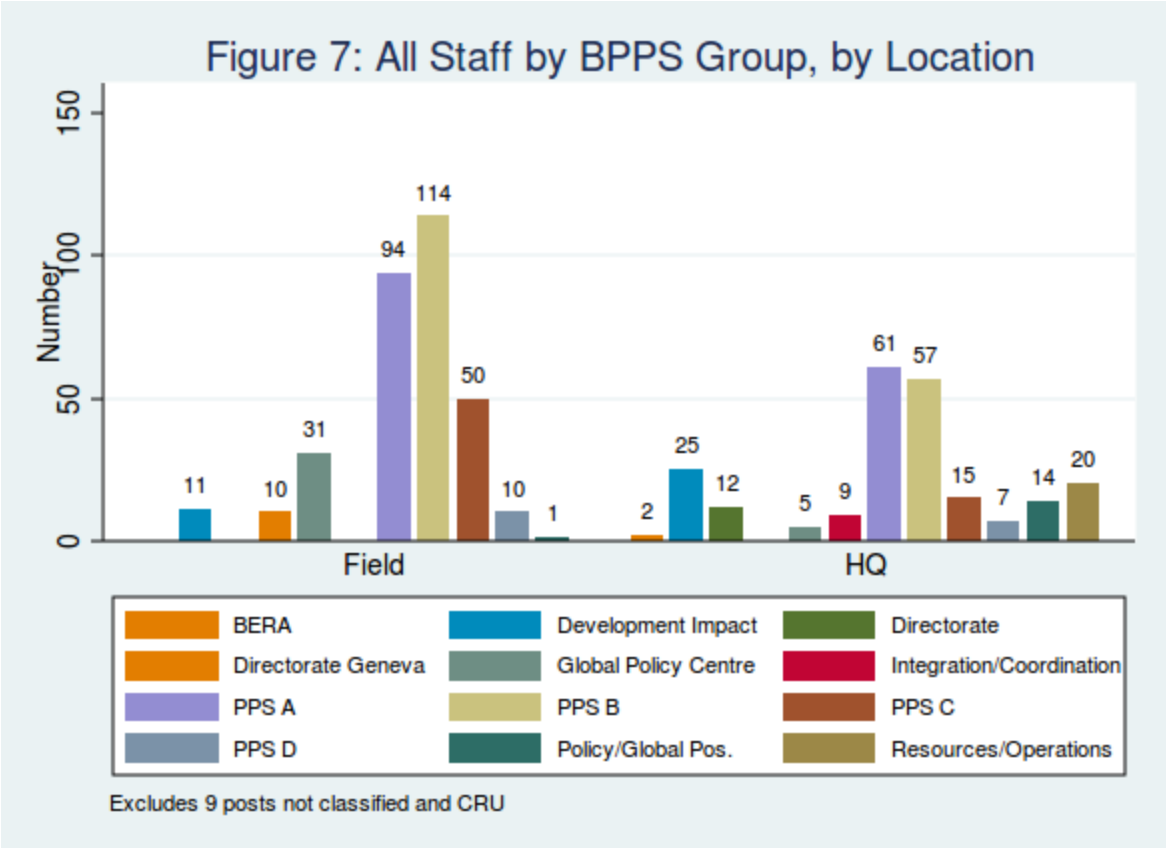


Figure 7 above shows the distribution of post by group by location. Needless to say, not all groups have regional presence, especially those focusing in internal and management BPPS functions (such as Resources/Operations and Integration/Coordination for example).

Focusing on the 4 PPS groups A to D, we see that the share of posts between HQ and field varies quite a bit -including vertical funds. PPS D with 41% (7) of staff in HQ and PPS A with 39% (61) lead here whereas only 33% (57) of PPS B and 23% (15) of PPS C are based in New York.

If we factor in vertical fund posts and eliminate them from tabulations, PPS A HQ share increases to 44% (45) of total posts, whereas PPS B becomes the group with the smaller relative number of staff in HQ with 24 posts or 22% of its total. In this case too the 40/60 HQ/field ratio in not uniformly distributed across BPPS groups.

What about post levels within groups?

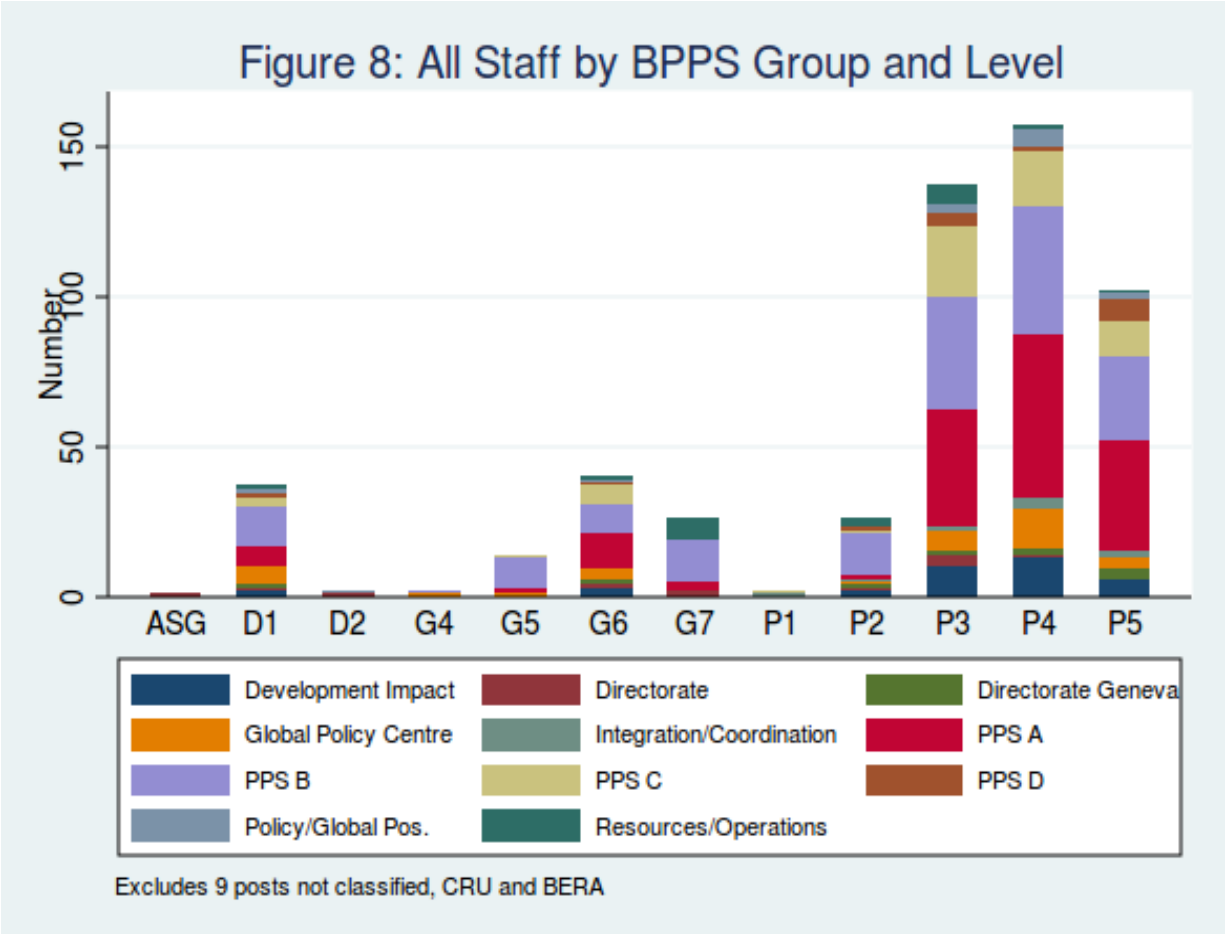
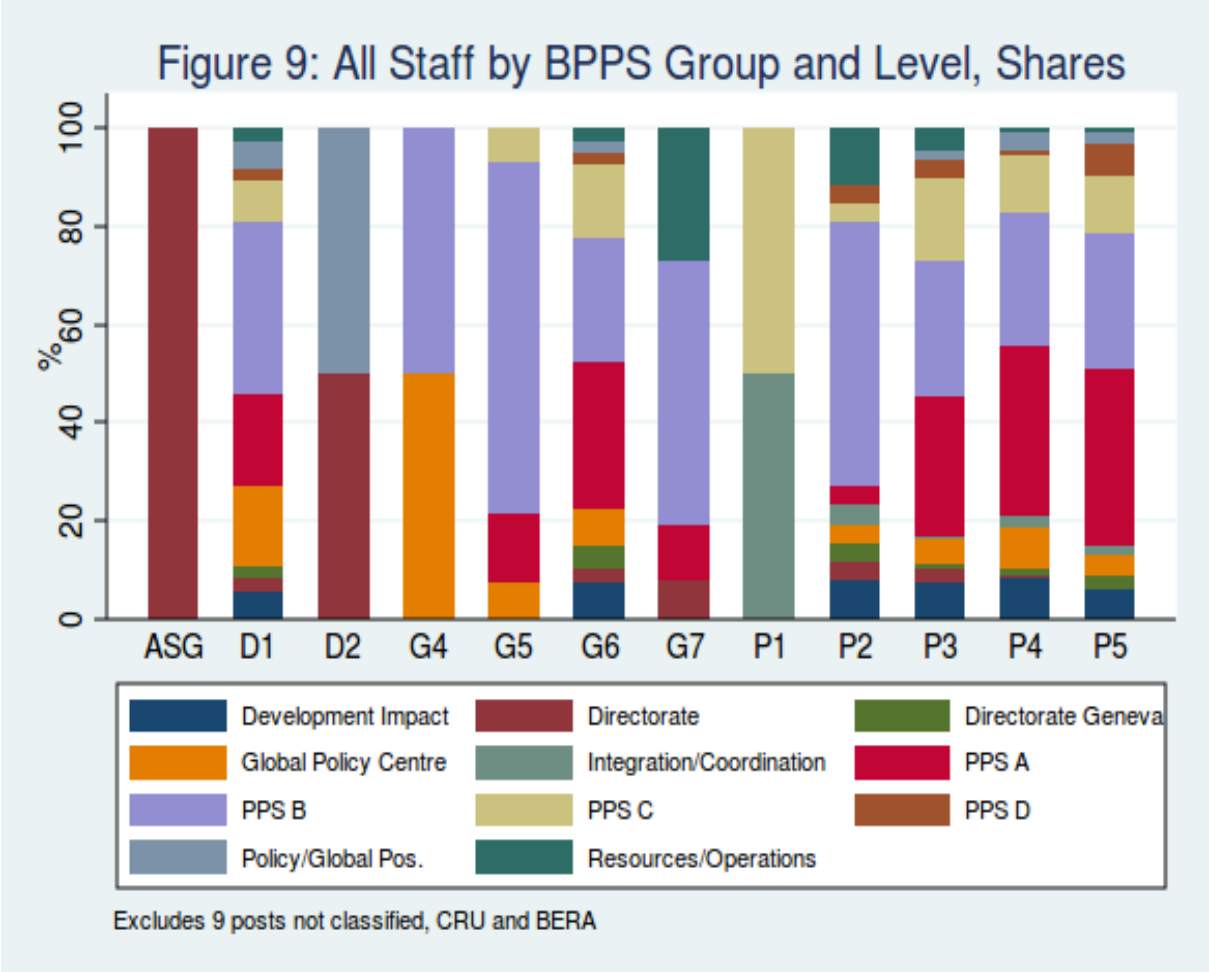


Figure 8 above displays the group distribution of post levels for all BPPS staff attached to core groups in absolute numbers.

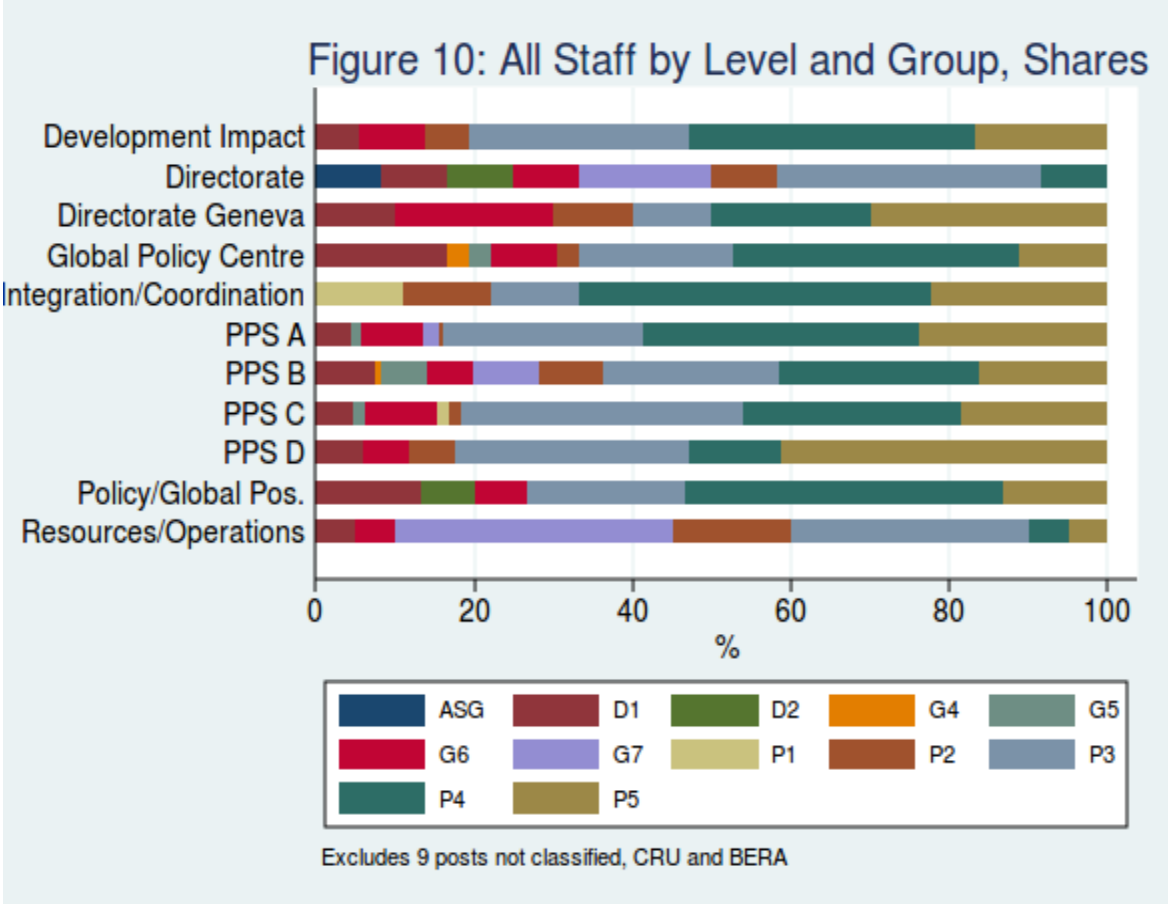
And figure 9 shows the relative shares of the same distribution.



In terms of P posts, PPS A has the largest total number of P3, P4 and P5 with 28% (39), 34% (54) and 36% (37) respectively. PPS B in turn has the largest number of D1 posts with 35% (13) of the total number of D1s in BPPS, including vertical fund posts.

Turning to GS staff, 54% (14) G7 and 71.5% (10) of G5 posts are attached to PPS B, while 30% (12) of G6s are in PPS A.

Figure 10 below shows the distribution of posts levels within each BPPS group.



As expected, P4s constitute the largest share of all posts in most BPPS groups ranging between 40 (Strategic Policy) and 25% (PPS B). Notable exceptions are PPS C and D where P3s overtake P4s with 35% and 29% respectively. PPS D also has the largest relative share of P5s which constitute 41% of their total staff, followed by Geneva Directorate with 30% and PPS A with 24%.

Resources/Operations has the largest share of G7 staff with 35% followed by BPPS Directorate with 17%. G6s seems to be distributed more uniformly across groups, whereas G5 posts are only found in PPS A, B and C, and global policy centers.

5. Conclusion

This report aims at providing UNDP staff members “affected” by the current restructuring process with information based on facts and numbers that can help them understand the scope of the changes in more comprehensive fashion. To accomplish this, the report makes extensive use of the data that has been made available to all of us so far.

As mentioned before, access to the actual OrgPlus database has not been granted but the numbers provide a very good approximation, based on the organogram maze that has been release on the intranet.

The spreadsheet that complements this report can provide staff with an tool to easily explore and search for the various posts that are available in the various regions and in HQ.

One final recommendation is for UNDP to release the organogram data in a more user-friendly format. The software acquired by the organization provides the tools to easily do that.